



## ***Chapter 5:*** Guiding Framework

## 5.0 Guiding Framework

The City of Wenatchee's vision, mission, and goals and objectives for parks and recreation form the foundation for the Comprehensive Plan and create a guiding framework for planning and decision-making.

Goals and objectives are essential to the preparation and implementation of the Parks, Recreation and Open Space Comprehensive Plan. They establish a direction for development of the plan, and also provide a basis for evaluating the progress of implementation.

### 5.1 Vision

The Parks and Recreation Department collaborates with partner organizations to provide innovative and high-value parks, facilities, programs and services that promote an engaged and healthy community.

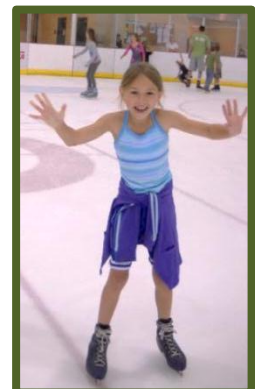
### 5.2 Mission

The mission of the Parks and Recreation Department is to build a great community through it's' people, parks, and programs. The mission reflects two overarching principles. First, the community is the owner of the Department's programs and facilities. The mission also includes a commitment to managing and expanding the community's parks and recreation resources, including conservation of natural resources and support for the City's economic vitality. The result is the Department's consistent efforts to create a great community—one that is vibrant, healthy, and strong.

### 5.3 Community Outcomes

The Department's vision of partnering with the community to provide innovative and high value parks, facilities, and programs and services that promote an engaged and healthy community resonates loudly in the Department's outcome areas of:

- Strengthening community image and sense of place
- Supporting economic development
- Fostering human development
- Protecting environmental resources
- Facilitating community problem solving
- Promoting health and wellness
- Increasing cultural unity
- Providing recreational experiences
- Increasing self-esteem and self-reliance



### 5.4 Goals and Objectives

The following section presents the goals and objectives developed as a result of the planning process. They are designed to achieve the community outcomes. These

statements have evolved from analysis of the input of Wenatchee resident's responses to the parks survey, review and input from the Parks and Recreation Board, analysis of national and local recreation trends and standards and from an evaluation of existing conditions, opportunities and needs.

The City will strive to achieve each goal by implementing a set of objectives with corresponding strategic actions. Progress on implementation of the Comprehensive Plan will be measured through the outcome-based performance measures. The goals are divided into three functional areas: Parks and Recreation Facilities, Recreation Programs and Organizational Development.

#### **5.4.1 Parks and Recreation Facilities**

**General Goal:**

Provide safe, clean and attractive parks and recreation facilities in adequate numbers and diversity distributed throughout the community now and into the future.

**Program Goals and Objectives:**

**PRG 1.0      Plan current and future parks and recreation facilities in a manner that is responsive to the site, accommodates future growth and balances the needs of the community.**

*PRO 1.1      Evaluate the impacts of new development projects on the City's parks, recreation and open space resources through the SEPA environmental review process, identify potential significant adverse impacts of the development, and take appropriate steps to mitigate any reduction in such services.*

SA 1.1.1      Develop and adopt procedures for protecting park and recreation lands and facilities from encroachment.

*PRO 1.2      Require development projects along designated trail routes to incorporate the trail as part of the project.*

*PRO 1.3      Designate publicly-owned trails and City-dedicated above-ground, access easements on private lands as Primary or Secondary trails and manage the use, maintenance, and operation of each trail*

*accordingly.*

*PRO 1.4      Actively seek out agreements with utility providers for the use of utility easements for trail and trailhead purposes.*

SA 1.4.1      Chelan County.

SA 1.4.2      Chelan County Public Utility District.

SA 1.4.3      Irrigation District for use of the Highline Canal.

**PRG 2.0      Acquire and develop an interconnected system of multi-functional parks, trails, recreation facilities and open spaces that is attractive, safe and available to all segments of the City's population.**

*PRO 2.1      Formalize policies and procedures for the acquisition and development of park and recreation facilities and areas.*

SA 2.1.1      Establish policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes.

SA 2.1.2      Review parks and recreation design standards and development policies on an annual basis.

SA 2.1.3      Establish written policies and procedures for the development of park and recreation land and facilities.

SA 2.1.4      Prepare and adopt a historical, cultural and natural resource management plan.

*PRO 2.2      Place a priority on the revitalization and improvement of existing parks and recreation facilities.*

- SA 2.2.1 Provide handicapped access in at least 75% of all park areas.
- SA 2.2.2 Replace the Chase Park Play Equipment.
- SA 2.2.3 Replace the Lincoln Park Play Equipment.
- SA 2.2.4 Replace the Washington Park Picnic Shelter.
- SA 2.2.5 Construct the Lincoln Park youth Baseball Fields.
- SA 2.2.6 Improve the Lincoln Park Parking Lots.
- SA 2.2.7 Renovate Recreation Park.
- SA 2.2.8 Replace wading pools with splash pads.
- SA 2.2.9 Improve park lighting and parking.

*PRO 2.3 Provide parks, and recreation facilities that are needed, locally unique in character, historically significant, interconnected, inclusive, accessible and financially feasible to maintain.*

- SA 2.3.1 Acquire 147.82 acres of Community Parks.
- SA 2.3.2 Acquire 43.57 acres of Neighborhood Parks.
- SA 2.3.3 Acquire 69.12 acres of Regional Parks.
- SA 2.3.4 Acquire 123.16 acres of Natural Open Space.

SA 2.3.5	Develop 12.53 miles of paved trails.
SA 2.3.6	Develop 5.02 miles of unpaved trails.
SA 2.3.7	Partner with local conservation groups and governmental entities to develop 2 trail heads to provide access to the Wenatchee Foothills.
SA 2.3.8	Develop 7 Youth Baseball Fields.
SA 2.3.9	Develop a new Community Aquatic Center.
SA 2.3.10	Develop 5 Soccer Fields.
SA 2.3.11	Construct a Dog Off Leash Area.
SA 2.3.12	Develop 6 Skate Spots and Skate Dots.
SA 2.3.13	Partner with Wenatchee Valley College to build a community recreation facility to meet indoor recreation needs for athletics/fitness, recreation classes, after school programs and meeting space.
SA 2.3.14	Take advantage of opportunities for development of waterfront links, access improvements, shoreline restoration and river related activities.
SA 2.3.15	Complete the transfer of Recreation Park, Wenatchi Park and other City properties with the Wenatchee School District.
SA 2.3.16	Implement the Recreation Park Master Plan.

- SA 2.3.17 Acquire shoreline property when it meets current and future needs for public recreation access.
- SA 2.3.18 Develop viewpoints where the topography prevents direct access to provide visual access to the water.
- SA 2.3.19 Retain and protect as open space areas that provide essential habitat for rare, threatened or endangered plant or wildlife species.
- SA 2.3.20 Retain and protect as open space areas that provide habitat for fish and wildlife species, may serve as a corridor for wildlife movement, and may include and encourage public use for wildlife interpretation and observation.
- SA 2.3.21 Retain and protect as open space areas having a unique combination of open space values, including: separation or buffering between incompatible land uses; visual delineation of the City or a distinct area or neighborhood of the City; floodwater or storm water storage; storm water purification; recreational value; aesthetic value; and educational value.
- SA 2.3.22 Investigate the creation of a bmx bicycle track or riding area.
- SA 2.3.23 Develop an 18 hole disc golf course.
- SA 2.3.24 Partner with the Wenatchee Row and Paddle Club and Chelan County PUD to create a circulation plan for

the Linden Tree Area.

*PRO 2.4 Place priority on maximizing grants, alternative sources of funding, and inter-agency cooperative arrangements to develop the City's park, open space, and trail resources.*

SA 2.4.1 Work to secure long-term dedicated funding sources for the acquisition, development, operations and maintenance of the parks, facilities and recreation services through annual budgeting, state and federal grants, matching funds, bonds, levies, donations, conservation easements, or creative site planning.

SA 2.4.2 Investigate property transfer incentives for land donations or easements, especially for trails.

SA 2.4.3 Collaborate with other public agencies and private non-profit conservation trusts, pursue federal and state grants to acquire and protect open spaces, wildlife habitats and corridor connections to state and federal lands in Wenatchee's urban growth area.

SA 2.4.4 Partner with private land owners to secure conservation easements, implement landowner incentive programs and foster land trust donations.

*PRO 2.5 Market and promote parks and recreation facilities and the Benefits of Parks and Recreation to residents and visitors of the community to increase awareness, donations, tourism and participation.*

SA 2.5.1 Utilize social media, the city web site, free and paid advertisements.



*PRO 2.6      Coordinate park planning, acquisition and development with other City projects and programs.*

SA 2.6.1      Coordinate Locomotive Park improvements with the George Sellar Bridge Project.

SA 2.6.2      Construct a restroom at Locomotive Park.

*PRO 2.7      Develop partnerships with other public agencies and the private sector to meet the demand for parks and recreational facilities in the City.*

SA 2.7.1      Renew the Wenatchee Youth baseball Agreement.

SA 2.7.2      Develop a long term facility use agreement with the Wenatchee Applesox.

SA 2.7.3      Complete a feasibility study of securing regional sport facilities.

SA 2.7.4      Work with local public, private and non-profit trails supporters to seek and obtain local, state and federal funds to acquire and develop park facilities that broaden the trail opportunities and provide trailheads to local and regional trail links.

SA 2.7.5      Partner with the Port of Chelan County, the Chelan PUD, Washington State Parks and regional supporters to implement the Upper Columbia River Water Trail.

SA 2.7.6      Begin conversations with the Wenatchee Reclamation District, Chelan County and the adjacent

private landowners to establish a working group to investigate and plan for future use of the Highline Canal as a linear greenbelt with public walking access and historical interpretive signage.

SA 2.7.7      Develop a working relationship with regional, state, and federal agencies as well as non-governmental service providers that impact the services within their jurisdiction and define the role of staff through documentation of involvement in state federal and non-governmental agencies planning.

**PRG 3.0      Maintain parks and recreation facilities in a manner that is responsive to the site, and balances the needs of the community with available funding.**

*PRO 3.1      Actively seek out alternative funding sources for the development and maintenance of park and recreation facilities.*

*PRO 3.2      Continually seek operational efficiencies to ensure that parks and recreation facilities are provided to the community in the most cost effective manner possible.*

SA 3.2.1      Coordinate 4 special park maintenance projects using volunteers (i.e. youth job corp., real estate agency adopted community projects, service clubs) annually.

*PRO 3.3      Ensure that park and recreation facilities are used, operated, and maintained in a manner that is consistent with site-specific and regional natural systems.*

SA 3.3.1      Prepare a maintenance and operations plan for management of

park and recreation areas, facilities, and equipment.

- SA 3.3.2 Prepare a comprehensive preventive maintenance plan, which incorporates a preventative program for each facility that includes regularly scheduled systematic inspections and detailed safety checks.
- SA 3.3.3 Maintain park and recreation facilities in a manner to make them safe, attractive, and a positive part of the neighborhood.
- SA 3.3.4 Survey residents and maintain a minimum of 75% satisfaction rate for park maintenance.
- SA 3.3.5 Establish a depreciation and replacement schedule for all park and recreation capital assets.
- SA 3.3.6 Create a pollution prevention plan that identifies opportunities for best environmental operations and maintenance practices, such as recycling.
- SA 3.3.7 Complete regular reviews of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto.
- SA 3.3.8 Prepare written, environmentally sound policies and procedures that are integral to all operations.
- SA 3.3.9 Establish an environmental sustainability policy that addresses

energy conservation,  
environmentally preferable  
purchasing, water  
conservation/quality protection and  
sustainable design/construction of  
buildings and facilities.

- SA 3.3.10 Develop written procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs and minor improvements, general cleanliness and overall attractiveness of areas, facilities, and equipment.

## 5.4.2 Recreation Program Services

### General Goal:

Offer diverse, high quality recreation programs regardless of age, gender, ethnicity or ability level in the most cost effective manner possible.

### Program Goals and Objectives:

**PRG 6.0 Recreation programs and services shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.**

- PRO 6.1 Prepare short and long range plans and policies to help guide the efficient provision of recreation programs to the community.

SA 6.1.1 Prepare, adopt and utilize a recreation programming plan that includes both a long-range plan covering 3-5 years or more that is periodically reviewed and a current-year implementation plan.

SA 6.1.2 Develop and implement a recreation

program pricing plan.

- SA 6.1.3 Develop specific objectives, performance measures and outcomes and for programs or services.

*PRO 6.2 Programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the Department's mission.*

- SA 6.2.1 Collect participation data and develop a matrix or listing of programs by fields, demonstrating clearly how the Department provides for opportunities for various proficiency levels, socio-economic levels, racial and ethnic backgrounds, ages, and genders.

- SA 6.2.2 Provide scholarships and other recreational partnerships to promote access to both City and community recreation services to Wenatchee residents that have barriers due to income.

- SA 6.2.3 The Department should offer self-directed recreation opportunities. A list of programs will be published annually.

- SA 6.2.4 The Department should offer leader-directed recreation opportunities. A list of programs will be published annually.

- SA 6.2.5 The Department should offer facilitated recreation opportunities. A list of programs will be published

annually.

SA 6.2.6 The Department should offer programs and services for a fee. A list of programs will be published annually.

SA 6.2.7 The Department shall proactively identify and extend programs and services to meet the needs of residents who may be underserved in the community. The methodology and data used for the identification process, description of specific barriers within the community that limit participation will be provided.

SA 6.2.8 The Department shall serve as a primary coordinator of recreation programming and services for special populations in the community.

*PRO 6.3 Efficiently use the resources invested in publicly owned and operated recreation facilities including, but not limited to, City, County, PUD and School District sites.*

SA 6.3.1 Negotiate and develop formalized interlocal agreements and memoranda of understanding for the use of facilities.

*PRO 6.4 Work with other recreation organizations to facilitate cooperative programming among the public, commercial, and nonprofit entities.*

SA 6.4.1 Actively participate with partner organizations in the provision of recreation programs and services to the community.

SA 6.4.2 Develop formalized Memoranda of

Understanding (MOU), Memoranda of Agreement (MOA) or other agreements with partners.

SA 6.4.3 On an annual basis, provide a description of recreation programs offered on a cooperative basis.

*PRO 6.5 Market and promote recreation program opportunities and the Benefits of Parks and Recreation to residents and visitors of the community.*

SA 6.5.1 Develop a communications plan to effectively market programs and services to the appropriate audience.

SA 6.5.2 Maximize use of local media, web based communications and distribution of print material to expand public awareness.

SA 6.5.3 Conduct regular surveys of customers and citizens to determine if desires and needs are being met.

*PRO 6.6 Understand and plan for future needs and trends in recreation.*

SA 6.6.1 Programs shall be evaluated regularly and systematically based on stated program objectives.

SA 6.6.2 The Department should collect aggregate program use, program cost/benefit, participant satisfaction levels and specific programmatic statistics for current evaluation and future program and service development. Participant satisfaction levels will be 75% or higher.

SA 6.6.3      The development and modification of programs and services should involve participants through a systematic basis.

*PRO 6.7      Expand services to meet the needs of the community by securing alternative funding sources that will allow for staffing and the provision of programs.*

SA 6.7.1      Pursue a ballot measure to provide a permanent long-term funding source for services.

### 5.4.3 Organizational Development

**General Goal:**

Create a dynamic, professional organization committed to an ongoing process of innovation.

**Program Goals and Objectives:**

**PRG 7.0      Recruit, select and retain volunteers and staff members that represent the City of Wenatchee in a favorable manner and exhibit the professional skills reflected in the values of the City including: creativity, excellence, passion, integrity and service.**

*PRO 7.1      Recruit, select, supervise, provide training, opportunities and support to volunteers.*

SA 7.1.1      Create a comprehensive Volunteer Management Manual which defines expectations, roles, policies and procedures and responsibilities.

SA 7.1.2      There should be written procedures for the on-going function for the recruitment, selection, orientation, training and retention of volunteers,



including background screening.

- SA 7.1.3 Prepare a written description of the monitoring system including current practices for supervisory visits, and examples of completed evaluations of volunteers.

*PRO 7.2 Provide opportunities for professional growth and development for staff.*

- SA 7.2.1 Create an in-service training function that includes a written outline of the training programs offered that is evaluated, updated, and reviewed annually.
- SA 7.2.2 Staff participates in at least two seminars or classes per year.
- SA 7.2.3 Staff attends the Washington Recreation and Park Association Annual Conference.
- SA 7.2.4 Staff attains Certified Parks and Recreational certification through the National Recreation and Park Association.
- SA 7.2.5 All staff is trained in First Aid, CPR and Blood Borne Pathogens.
- SA 7.2.6 The Pool Manager attends the Aquatic Facility Operator Course.
- SA 7.2.7 Aquatic Staff maintains current Water Safety Instructor and Lifeguarding certifications.
- SA 7.2.8 At least one Park Maintenance staff member is a National Playground Safety Inspector.

- SA 7.2.9 Professional personnel should be active members of their professional organization.
- SA 7.2.10 Conduct departmental emergency management training.
- SA 7.2.11 Provide ongoing training opportunities for all personnel of the agency involved in evaluation of programs, services, areas and/or facilities.
- SA 7.2.12 There should be at least one experimental or demonstration project or involvement in some aspect of research, as related to any part of park and recreation operations, each year.

*PRO 7.3 Strengthen relationships within community groups and organizations.*

- SA 7.3.1 Act as the primary coordinator for the Park and Recreation Advisory Board.
- SA 7.3.2 Serve as the Department representative to the Wenatchee Valley Sports Council.
- SA 7.3.3 Serve as the Department representative to the Wenatchee Valley Community Development Association.
- SA 7.3.4 Formalize relationships with other community organizations that outlines roles and responsibilities.

*PRO 7.4 Ensure that volunteer and staff efforts are recognized and appreciated.*

SA 7.4.1      Develop and implement a formalized a volunteer recognition program.

*PRO 7.5      Promote open lines of communication to staff and both internal and external customers through a variety of methods including written, meetings and other means.*

SA 7.5.1      Develop a written procedure that outlines the process for acquiring and considering input from the various personnel levels within the Department in the development of agency goals and objectives.

SA 7.5.2      A communication system matrix shall be established to insure the accurate and timely transfer of information, both internal and external.

SA 7.5.3      Establish a process regarding the integrated role of public information, community relations, and marketing functions of the agency including periodic reporting and evaluation.

SA 7.5.4      Develop a written statement states that the agency is committed to informing the community and the news media of events within the public domain that are handled by or involve the agency and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.

SA 7.5.5      Designate a specific position within the Department to direct the public

information and community relations functions.

SA 7.5.6 Establish a community relations plan.

SA 7.5.7 Establish a marketing plan, based on market research that includes an annual evaluation.

SA 7.5.8 Designate a specific position to direct the marketing function.

SA 7.5.9 Develop a formalized management information system, including statistical and data summaries of agency activities, such as daily, monthly, and annual reports.

SA 7.5.10 Monthly financial status reports should be available to internal customers that include, at a minimum:

- Initial appropriation for each account (or program);
- Balances at the commencement of the regularly defined period;
- Expenditures and encumbrances made during the period;
- Unencumbered balances; and
- Revenue status.

Each appropriation and expenditure should be classified, at a minimum, according to function, organizational component, activity, object, and program.

*PRO 7.6 Develop organizational policies and procedures.*

SA 7.6.1 Prepare a continuity of business plan for all department services and functions.

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| SA 7.6.2  | Prepare policy and procedure manuals for all departmental functions and review and update every five years.  |
| SA 7.6.3  | Establish an administrative procedure that outlines how policies, rules and regulations, and operational procedures are developed and implemented.   |
| SA 7.6.4  | Prepare a Records Disaster Mitigation and Recovery plan and procedures.  |
| SA 7.6.5  | Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established. |
| SA 7.6.6  | There shall be an established policy on the type of services for what fees and charges may be instituted and the basis for establishing the amount of such fees and charges.                                 |
| SA 7.6.7  | Establish written procedures for the requisition and purchase of agency equipment, supplies and services.  |
| SA 7.6.8  | Establish written procedures for emergency purchases.  |
| SA 7.6.9  | Establish a procedure for inventory control of agency property, equipment, and other assets.   |
| SA 7.6.10 | Established procedures for responding to disruptive behavior at  |

agency areas and facilities.

- SA 7.6.11 Procedures should be established that guide agency staff in the preservation and handling of evidentiary items from discovery until transferred to the appropriate law enforcement authority.
- SA 7.6.12 Prepare and update annually a comprehensive general security plan addressing all major park areas, buildings and facilities.
- SA 7.6.13 Develop a large-scale event traffic, parking and crowd control plan and procedure that is coordinated with the Police Department.
- SA 7.6.14 Develop and promote a customer service policy.
- SA 7.6.15 Prepare a risk management plan and review it on a regular basis which encompasses analysis of risk exposure, control approaches and financial impact for the agency.
- SA 7.6.16 Develop a policy for risk management that is adopted by the City Council.
- SA 7.6.17 Prepare a manual of operating procedures for carrying out the risk management plan, accessible to all staff.
- SA 7.6.18 Develop written procedures for accident and incident reporting and analysis of accident and incident reports.

*PRO 7.7 Provide staffing to keep pace with demands of the*

*parks and recreation system and desires of the community.*

- SA 7.7.1 Create a six year departmental staffing plan.
- SA 7.7.2 Prepare a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key people over time.
- SA 7.7.3 A statement of ethical principles for staff should be established.
- SA 7.7.4 Support staff and services should be provided to enable the professional staff to perform their appropriate functions.
- SA 7.7.5 A formalized comprehensive recruitment process to attract qualified personnel to open positions should be established.
- SA 7.7.6 There should be comprehensive procedures for the process of hiring personnel.
- SA 7.7.7 Personnel hiring should include written procedures for background investigation prior to appointment, including verification of a candidate's qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles.
- SA 7.7.8 A fair, consistent and systematic

procedure for annual appraisal of job performance based upon job descriptions should be developed.

SA 7.7.9 There should be established policies and procedures for termination and end of employment for Temporary staff.

SA 7.7.10 There should be formalized liaison assignments for agency staff to the official law enforcement officers providing public safety and law enforcement service to the agency.

SA 7.7.11 There should be an individual with risk management responsibility and authority to carry out the policies established for risk management of the Department.

SA 7.7.12 There should be established guidelines defining the delineation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the Parks and Recreation Director and staff.

SA 7.7.13 Incorporate park planning functions and responsibilities in at least one staff members job description.

*PRO 7.8 Increase awareness of community giving opportunities.*

SA 7.8.1 Promote the Wenatchee Valley Sports Foundation.

SA 7.8.2 Promote the Dare to Care Gift Program.



